

**DEPARTMENT OF AGING**

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# PROGRAM MEMO

TO: <b>Area Agencies on Aging (AAA)</b>	NO.: <b>PM 01-15 (P)</b>
SUBJECT: <b>Linkages Caseload Level Variance</b>	DATE ISSUED: <b>September 6, 2001</b>
REVISED:	EXPIRES: Until Superseded
REFERENCES:	SUPERSEDES:
PROGRAMS AFFECTED: <input type="checkbox"/> All <input type="checkbox"/> Title III-B <input type="checkbox"/> Title III-C1/C2 <input type="checkbox"/> Title III-D <input type="checkbox"/> Title III-F <input type="checkbox"/> Title V <input checked="" type="checkbox"/> CBSP <input type="checkbox"/> MSSP <input type="checkbox"/> Title VII <input type="checkbox"/> ADHC <input type="checkbox"/> Other: _____	
REASON FOR PROGRAM MEMO: <input type="checkbox"/> Change in Law or Regulation <input type="checkbox"/> Response to Inquiry <input checked="" type="checkbox"/> Other Specify: <b><u>Linkages Manual, Linkages Caseload Variance</u></b>	
INQUIRIES SHOULD BE DIRECTED TO: <b>Your assigned Linkages Program Analyst.</b>	

The purpose of this Program Memo (PM) is to change the Linkages Program's caseload variance for each case manager from plus or minus 10 percent to plus or minus 20 percent (see Linkages Program Manual (LPM), Section 4., Description of Client Caseload). This change is being made as a result of consultation with the California Association of Area Agencies on Aging. The needs of Linkages clients challenge the case managers, as these clients are often "near poor" and therefore not eligible for services from other programs. Also, the younger disabled Linkages clients are not eligible due to age for services provided through the Older Americans Act. The Linkages program's ability to purchase services is severely limited due to the average funding of \$75 per year per client. Therefore, the case managers must employ more effort in arranging services for these clients.

The option to allow the 20 percent variance provides additional flexibility at the local level in order to respond to the above challenges. However, the California Department of Aging (CDA) does not interpret this request to be an automatic reduction of all sites' caseloads (e.g., resulting in a case ratio of 40 to 1, versus 50 to 1). The local decision-making process should include careful consideration of the demand and the existing Linkages waiting list in each Planning and Service Area. Linkages sites should also be encouraged to supplement the programs with funds from other sources, such as Medi-Cal Targeted Case Management and parking fines revenue, to prevent the overall number of clients served from being reduced.



The CDA staff and Area Agencies on Aging (AAA) staff must work together to ensure that AAAs, who directly provide Linkages, and Linkages subcontractors comply with contracted caseload levels in accordance with the LPM, Section 4.A.1. The LPM states that “if the active monthly caseload falls below the 10 percent (**now 20 percent**) allowance for two consecutive months, the Site Director shall submit a written explanation and plan of action to the AAA if the site is a contracted site and to CDA if the site is a direct AAA site.” CDA will enforce this standard by:

1. Requiring AAAs to submit, on a one-time basis, information on the current Linkages active client caseload levels and waiting lists of their Linkages sites for the month of July 2001. According to the LPM, Section 4.A.2, the active client caseload is defined “as the number of clients enrolled on the first of the month, plus the number of new clients enrolled during the month.” The information to be submitted is included on the attached Linkages Caseload Levels form and is due 30 days from the date of this PM.
2. Requiring AAAs to ensure that their Linkages sites complete the attached Linkages Corrective Action Plans for **any two consecutive months** when the caseload levels are below 40 clients per case manager. If the site is contracted with the AAA, then the form is to be sent to the AAA within five working days of the end of the month. If the site is a direct AAA site, then the form must be sent to CDA within five working days of the end of the month. It may be emailed, mailed, or faxed to the appropriate Linkages Program Team member (see attached CDA Linkages staff list).

Because this PM pertains to a program manual, it is being distributed to all AAAs and all Linkages sites as indicated in the CDA Communication Protocols. The Manual Transmittal change is being transmitted to the AAAs with this PM and is to be distributed by the AAA to all Linkages sites. AAAs and Linkages site staff are directed to place the Linkages Program Manual Update LP-2 behind the Transmittal Memo cover sheet and to replace the pages of the Linkages Manual according to directions on the Manual update. The Community-Based Services Programs (CBSP) contract will be revised in the next Fiscal Year 2001-02 CBSP budget revision to indicate the 20 percent variance in the caseload levels.

**Original signed by Lynda Terry**

Lynda Terry  
Director

Attachment(s)

cc: Linkages Site Directors

## Linkages Corrective Action Plan

PSA \_\_\_\_\_

AAA Staff Contact \_\_\_\_\_

Phone # \_\_\_\_\_

Linkages Site Name \_\_\_\_\_

Number of Case Managers \_\_\_\_\_

Explanation of reason for not meeting contracted client caseload:

Corrective action plan to meet contracted client caseload (include method, timeline, and date by which site plans to meet contracted level):

Plan approved by AAA/CDA:

\_\_\_\_\_ Yes    \_\_\_\_\_ No

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title

## Linkages Active Client Caseload Levels

PSA\_\_\_\_\_

AAA Staff Contact\_\_\_\_\_ Phone\_\_\_\_\_

Linkages Site Name\_\_\_\_\_

Active Client Caseload for Month of July, 2001\_\_\_\_\_

Number of Case Managers (Total Full-time Equivalent Positions)\_\_\_\_\_

Ratio of Case Managers to Clients \_\_\_\_ to \_\_\_\_

Number of Clients on Waiting List\_\_\_\_\_

# LINKAGES PROGRAM MANUAL

## **TRANSMITTAL MEMO**

Transmittals by the  
California Department of Aging  
Linkages Program  
1600 K Street  
Sacramento, California 95814

<b>LINKAGES PROGRAM MANUAL UPDATE LP-2</b>			
<b>SUBJECT: Manual Change</b>		<b>Issue Date:</b> 9/01	
<b>Section No.:</b> <b>1.</b> Table of Contents Appendices  <b>2.</b> Section 4. Description of Client Caseload 4.A. Client Caseload 4.A.1. Client/Staff Ratio page 8  <b>3.</b> Appendix 7 cover page  <b>4.</b> Linkages Corrective Action Plan form	<b>Effective Date:</b> Immediately	<b>Expiration Date:</b> None	<b>Replaces:</b> <b>1.</b> Replaces current Table of Contents Appendices page  <b>2.</b> Page 8 of the current manual  <b>3.</b> Replaces current Appendix 7 cover page  <b>Additions:</b> <b>4.</b> Add Linkages Corrective Action Plan form to Appendix 7 .
<b><u>Special Instructions:</u></b> Replace the current page 8 with the attached page 8. Replaces the current Table of Contents Appendices page with attached Appendices page. Adds the Linkages Corrective Action Plan form to Appendix 7. Replaces current Appendix 7 cover page with attached Appendix 7 cover page.			

The changes listed are outlined in Program Memo 01- 15 (P), Linkages Program Manual Revisions dated September 6, 2001.

Please make these changes immediately to all Linkages Program Manuals maintained by your Area Agency on Aging (AAA), including those held by subcontractors. Place this Transmittal Memo in the "Transmittal Memos" Section in the back of your Program Manual. If you have any questions, please contact your assigned AAA Based Team.

**Original signed by Catherine Arlett for**

Joyce Fukui

Deputy Director

Attachments

## **APPENDICES**

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## **SECTION 4. DESCRIPTION OF CLIENT CASELOAD**

### **4.A. CLIENT CASELOAD**

#### **4.A.1. Client/Staff Ratio**

The active targeted monthly caseload is at least 100 clients per Linkages site. The client caseload ratio is 50 to 1 clients for each case manager full time equivalent position. For example, if the provider has a case management staff of one full-time position, and two half-time positions, the client caseload requirement would be 100 clients served. A caseload range of +/- 20 percent based on the 50 to 1 ratio is allowed. However, the active client caseload shall not fall below 80 percent minimum of clients set by the Department. This performance level is reflected in the Program Exhibit of the annual AAA contract. If the active monthly caseload falls below the 20 percent allowance for two consecutive months, the Site Director shall submit a written Corrective Action Plan to the AAA if the site is a contracted site and to the Department if the site is a direct AAA site. The Corrective Action Plan is subject to approval by the AAA/Department, which must include the method and timeline for increasing the caseload to the minimum standard. If the Director does not carry client cases, their positions would not be a factor in the 50 to 1 ratio.

#### **4.A.2. Active Client Caseload**

For reporting and administrative purposes, the Linkages providers' caseloads are counted as follows:

"Monthly active client count" represents the number of clients served during the month. This is defined as the number of clients enrolled on the first of the month, plus the number of new clients enrolled during the month.

The caseload, at any point in time, shall include a mixture of younger functionally impaired adults and frail elderly, and both Medi-Cal and non-Medi-Cal eligible clients.

The provider may serve a higher caseload than the contract requires if the following conditions are met:

- a. The provider can provide in-kind personnel and resources to serve additional clients while maintaining the 50 to 1 client/staff ratio;
- b. The provider can ensure that the quality of case management is maintained for all clients, regardless of the funding source.

## **APPENDIX 7**

- **Program Flexibility Request**
- **Linkages Corrective Action Plan**